

Bicentennial Capitol Mall State Park Strategic Management Plan

2023 – 2033

DRAFT



T E N N E S S E E
State Parks

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Park Purpose, History and Description

Bicentennial Capitol Mall State Park opened in 1996 as a lasting celebration of Tennessee's Bicentennial. The location of the park at the base of the State Capitol was picked to create a green space that would provide a permanent viewshed of the Capitol as all other views had become obscured by other buildings during the 20th century. The park's features were created to highlight and memorialize the history, people, and nature of Tennessee. These features include a history wall that discusses Tennessee history from one billion years ago to 1996, a WWII memorial, Civil Rights Memorial, visual representations of the landscape of Tennessee, and more.

Goals, Objectives and Action Plans

THE RESOURCES: Exemplary Natural and Cultural Stewardship

Goal: Tennessee State Parks will be nationally recognized for exemplary stewardship of natural and cultural resources.

Objective - *More and better stewards:* Increase internal and external stewards who share Tennessee State Parks core values and can contribute to the State Parks mission to steward Tennessee's natural and cultural resources.

Action Plan: Use the park's unique mission of sharing all of Tennessee's history and culture as an opportunity to highlight and discuss the variety of state parks found throughout Tennessee and how they connect to the history and nature of Tennessee.

Objective - *Better resource management practices:* Identify, manage, and restore unique natural and cultural resources for generations to come.

Action Plan: Prioritize the preservation and enhancement of existing park assets over the addition of new features, and only add new features after extensive thought, development, and in coordination with appropriate parties.

Objective: *Better data and technology:* Leverage data and technology to help inform and guide decisions on natural and cultural resources stewardship.

Action Plan: Utilize digital interpretation to help park visitors learn more about the Tennessee Timeline and engage in the park, even during times that the park is not physically accessible due to large events.

THE VISITOR: Welcoming and Inviting to All

Goal: Tennessee State Parks will be the most accessible, welcoming, and inviting system of parks that enriches Tennesseans and visitors through excellent interpretation, education, and resource-based recreation.

Objective: *accessible, welcoming, and inviting to all:* create quality and varied programs of interpretation, recreation, and outreach so that all audiences feel welcome and invited.

Action Plan: Create subject specific tours that share fuller stories of the history of Tennessee by looking through different lenses such as African American History, Women's History, Indigenous History, etc.

Action Plan: Creating a variety of interpretative experiences to accommodate the needs of the park visitors including self-guided tours, digital interpretation, traditional park tours, and off-site programs.

Objective: *high quality programming:* develop and support mission-based and resource-relevant programs to engage visitors, empower staff, and develop community wellbeing.

Action Plan: Prioritize tour-based programming as the foundation of the park's programming. The park was built and laid out with tours in mind and prioritizing this opportunity will guarantee mission-based programming using the unique resources offered at the park while reducing expenditures needed for programming and making it easier for park staff to offer a variety of consistent and professional programs.

Objective: *resource-based outdoor recreation:* provide resource-based outdoor recreation opportunities that ensure representation of Tennessee's natural, scenic, and cultural resources.

Action Plan: Support and expand the park's connection to other area state parks by supporting the Outdoor Experiences Program. The Outdoor Experiences Program is designed to allow various experience levels to learn about outdoor recreation and provide an opportunity for practice alongside other adventurers. The Outdoor Experiences series is broken up into four unique sessions. Each session will have two parts per month: Bicentennial Capitol Mall State Park will host a program going over the logistics and details of the activity, then later, participants will travel to a nearby state park to test out their new skills.

THE AMENITIES: Well-Maintained Facilities and Amenities

Goal: Tennessee State Parks will be well maintained with facilities and amenities that delight visitors and make Tennesseans proud.

Objective: *Improve maintenance:* Improve overall maintenance and upkeep of all park facilities and amenities that contribute to meaningful visitor experiences.

Action Plan: Divide the park into four sections and focus on one section per year to facilitate upkeep more easily on a rotating basis.

Action Plan: Utilize HIPPO to assist with tracking and scheduling park maintenance needs.

Objective: *Better park accessibility:* ensure all visitors have opportunities for meaningful experiences in every Tennessee State Park.

Action Plan: To the best of our ability, ensure park is accessible to those with varying needs. When not possible, utilize digital interpretation to create self-guided tour opportunities for park visitors to utilize when park staff is unable to accommodate groups or visitors.

Objective: *Quality and welcoming facilities and amenities:* provide high-quality and well-planned facilities and amenities that enrich the visitor experience.

Action Plan: Create a welcoming environment for park visitors by maintaining a clean park visitor center and public restroom area.

Action Plan: Help park visitors extend their connection to the park beyond its borders by providing an opportunity for them to purchase items related to the park and its mission at a well-stocked and professionally managed gift shop.

THE OPERATIONS: Operational Excellence

Goal: Tennessee State Parks will be a national model for operational excellence in a state park system.

Objective: *Support and empower our people:* support and empower our workforce by creating a caring environment that encourages professional growth and great customer service.

Action Plan: When possible, prioritize team shifts for rangers. Team shifts will increase ranger safety, accountability, and morale by giving rangers partners to work with each shift to accomplish tasks and give assistance when incidents arise.

Action Plan: Explore new and varied training opportunities for park staff, especially training that helps staff better operate in the unique urban park environment that surrounds the park.

Objective: *Efficient and effective operations:* provide efficient, effective, and fiscally responsible service to Tennesseans and our visitors.

Action Plan: Manage the park through efficient use of allocated budgets.

Action Plan: Balance the park's ability to generate revenue through well managed third-party events hosted at the park, with the public's ability to access and enjoy the park at large.

Action Plan: Provide ongoing in-person and online financial training to administrative and managerial as well as those operational employees that are assigned purchase cards or other fiscal responsibilities.

Park Overview

Site Fact Sheet

| | |
|--|--|
| Park Name | Bicentennial Capitol Mall State Park |
| Site Manager | Jeff Woodfin |
| Area Manager | Ryan Forbess |
| Park acreage | 22.5 |
| Total number of visitors (FY 2022) | 642,156 |
| Total expenses before CO (FY 2022) | \$988,622 |
| Total revenues (FY 2022) | \$443,714 |
| Retail self-sufficiency % ¹ | 287% |
| Park self-sufficiency % | 45% |
| Average expense per visitor (FY 2022) | \$1.53 |
| Average revenue per visitor (FY 2022) | \$0.68 |
| Gross profit or loss | \$544,908 |
| Total full-time available positions / filled | 8/6 |
| Total part-time available positions / filled | 1/1 |
| Primary feeder markets | Nashville and Davidson Counties. Tour groups from State and National level. |
| Primary reasons people visit | Walking, running, biking, sports games, concerts, special events, weddings, and Interpretive events BCMSP can be used for picnics, weddings, walking/running events, fundraising events, concerts, exercise, nature study, tree identification and cooling off during the hot days of summer. |
| Opportunities for improvement | Develop gift shop; add more events. |

Key Attractions

The amenities or features listed below are those that seem to be most popular for visitors.

- Carillon – a 95 bell instrument representing the musical heritage of the state. The bells chime every quarter of an hour and play songs related to Tennessee at the top of the hour.
- Map Plaza – a 200-foot granite map of Tennessee listing many of the major cities and towns around the state, as well as major riverways, roadways, and railways.

¹ Based on T.C.A. 11-3-305, Self-sufficiency of revenue-generating facilities

- River Fountains – a system of 31 fountains, each representing one of the major riverways in Tennessee and all flowing into a trough representing the Mississippi river.
- History Wall – a granite wall, spanning the majority of the length of the park, that discusses major aspects of Tennessee’s history from one billion years ago to 1996.
- WWII Memorial – a memorial discussing the people of Tennessee who sacrificed and fought during WWII.
- County Time Capsules – a walkway of time capsules each representing one of the 95 counties in Tennessee.
- Walkway of Volunteers – a walkway of bricks listing individuals and groups that helps with the creation of the park.
- The partnerships with adjacent organizations Farmers’ market, State Museum, and Tennessee State Library and Archives who are neighbors to the park and important partners.

Site and Operations Assessment

This site and operations assessment is a culmination of analyses and findings from a review of the condition of facilities, infrastructure, and operations at Bicentennial Capitol Mall State Park. The findings and observations are not intended to be an exhaustive review of all issues present, but provide a basic understanding of the predominant issues that contribute to the site’s current operating conditions. The assessment includes the following:

1. Site and Facilities Assessment
2. Operational Assessment
3. Financial Assessment

Site and Facility Assessment

Methodology

Facility and asset conditions are rated using a differential scale of excellent, good, fair, or poor. Descriptions of conditions that are attributed to each of these findings are also provided.

| Scale of Conditions | |
|---------------------|---|
| Rating | General Description |
| Excellent | Facilities/amenities are in ‘excellent’ condition when they show little or no maintenance or repair problems. Facilities do not feature any major design or operational issues or flaws that contribute to diminished use or increased maintenance or upkeep. Facilities are easy to clean and maintain in order to place them back into public use and the users perceive them to be in excellent shape. |
| Good | Facilities/amenities are in ‘good’ condition when they show only minor maintenance or repair problems. Most maintenance issues with these facilities typically appear to be the result of age and/or heavy use. Facilities may only feature minor design or operational issues that contribute to diminished use or increased maintenance or upkeep. Facilities are moderately easy to clean and maintain in order to place them back into service and the users perceive them to be adequate for their use, but probably not in excellent shape. |

| | |
|------|---|
| Fair | Facilities/amenities are in 'fair' condition when they show significant maintenance or repair problems. Facilities generally exhibit ongoing maintenance issues that appear to be the result of age, heavy use, or design or operational flaws. Some maintenance and repair needs may compound their fair condition by being deferred because of budget and/or resource limitations. Facilities require more effort to clean and maintain before placing them back into service and the users may perceive them as being less than adequate for their use and in a state of deterioration. The facility or structure may need of major repair or replacement. |
| Poor | Facilities/amenities are in 'poor' condition when they show significant, on-going maintenance or repair problems that ultimately may result in suspended use for repair/replacement. Maintenance and repair issues are possibly the result of poor maintenance and clearly the result of age, heavy use, or design or operational flaws. Problems with the facilities are often compounded over time due to consistently-deferred maintenance and repair because of budget and/or resource limitations. Facilities may feature major design or operational issues that contribute to diminished use or increased maintenance or upkeep. Facilities require excessive effort to clean and maintain before placing them back into service and the users often perceive them as being inadequate for their use and in a state of serious deterioration. The facility or structure may need of major repair or replacement. |

Facility Inventory and Assessment

The table below is an inventory of facilities and amenities at Bicentennial Capitol Mall State Park, and provides the assessed condition of each as reviewed in May, 2023.

| Site Asset / Amenity | Quantity | Condition |
|----------------------------|----------|-----------|
| Visitor Center/Park Office | 1 | Good |
| Restrooms - Public | 1 | Good |
| Picnic Area | 1 | Good |
| Train Trestle | 1 | Good |
| TDOT Mile Marker | 1 | Good |
| Map Plaza | 1 | Good |
| River Fountains | 1 | Poor |
| Bicentennial Flag Poles | 1 | Good |
| History Wall | 1 | Good |
| Amphitheater | 1 | Good |
| McNairy Spring Fountain | 1 | Good |
| Statehood Monument | 1 | Good |
| Centennial Monument | 1 | Fair |
| WWII Memorial | 1 | Good |
| WWII Fountain | 1 | Good |
| POW/MIA Memorial | 1 | Good |
| Civil Rights Memorial | 1 | Good |
| Butterfly Garden | 1 | Good |
| Carillon | 1 | Fair |
| Carillon Building | 1 | Good |
| Court of Three Stars | 1 | Good |

| | | |
|----------------------------|----|-----------|
| TDOT Time Capsule | 1 | Excellent |
| Jefferson Street Monoliths | 1 | Good |
| CCC Monument | 1 | Excellent |
| Nature Berms | 11 | Good |
| Reliquary | 1 | Good |
| County Time Capsules | 95 | Good |
| Walkway of Volunteers | 1 | Good |
| Roads | 4 | Good |
| Bus Pull Off | 1 | Good |
| Irrigation System | 1 | Fair |
| Parkwide electrical system | 1 | Fair |

Trail Inventory and Assessment

| Trail Name | Mileage | Condition |
|----------------------------|-------------|-----------|
| Amphitheater Path | 0.07 | Good |
| Centennial Memorial Path | 0.03 | Good |
| Court of Three Stars Path | 0.11 | Good |
| Path of Volunteers | 0.51 | Good |
| Pathway of History | 0.27 | Good |
| Walkway of Counties | 0.46 | Good |
| World War II Memorial Path | 0.08 | Good |
| Grand Total | 1.53 | |

New Assets Needed

List new assets and amenities that would fall under capital expenditures that are needed to improve visitor experience and operational efficiency.

| New Asset & Amenities | Description |
|-----------------------|--|
| Park Visitor Center | Interpretive exhibits and gift shop in a stand along building placed between the State Museum and Tennessee State Library and Archives in order to better facilitate the park's relationship with the neighboring entities and make it easier for park visitors to access the park's main indoor facility. |

| | |
|------------------------|--|
| Program Room | An indoor space for hosting interpretive and educational programming that will allow the park to host this type of visitor engagement despite whether conditions in the park and other factors that would otherwise inhibit this engagement. |
| Additional Bus Parking | Turning 6 th and 7 th Avenues fully one way from Harrison St. to Jefferson St. Currently these roads are already one-way roads for three quarters of this distance. Making these roads one way for the duration of this space would allow the lane being removed to be turned into bus parking to help accommodate the needs of the park, State Museum, and the Tennessee State Library and Archive. |
| Security Cameras | Security cameras for park visitor and staff safety |

Prioritized Facility Needs

Based on the facility inventory and assessment, these prioritized needs have been identified.

| Facility Need | Priority Assignment |
|--------------------------------|---------------------|
| River Fountain Pump Renovation | High |
| Carillon Mechanics Renovation | High |

Operational Assessment

The Operational Assessment includes:

1. An inventory and classification of programs and services being provided at the site,
2. A review of staffing at the site,
3. A review of concessionaires and partners operating at the site,
4. Visitation and customer satisfaction, and
5. Professional development and training.

Inventory and Classification of Programs and Services

Programs and services are classified into one of three major categories:

- 1) Core or Essential Services;**
- 2) Important Services; and**
- 3) Value added or Visitor Supported Services.**

Functions of the site are classified into these categories based in part on the mission and public mandates for both the site and the agency. For the programs and services in each of these categories, there are financial performance expectations that will define how services are funded and evaluated.

CATEGORY 1 – CORE SERVICES *[Largely supported by public subsidies]*

Core programs, services and facilities are those the agency must provide and/or are essential in order to capably govern and meet statutory requirements. The failure of the agency to provide Category 1 services at adequate levels could result in significant negative consequences for the public and the resources under protection. The criteria for programs or services to be classified as core or essential are:

- The services are mandated by the agency's law or charter or are contractually obligated by agreement to provide the services.

- The services are essential to protecting and supporting the public's health and safety.
- The services protect and maintain valuable assets and infrastructure.
- The services would generally and reasonably be expected and supported by residents, businesses, customers and partners.
- The services are those that cannot or should not be provided by the private sector.
- The services provide a sound investment of public funds.

The following programs and services offered at Bicentennial Capitol Mall State Park have been identified as **core services**:

- Law enforcement
- Monument management
- Site maintenance
- Restrooms
- Parking

CATEGORY 2 – IMPORTANT SERVICES *[Supported by a balance of revenues and public subsidy]*

Important programs, services and facilities are those the agency should provide, and are important to governing and effectively serving residents, businesses, customers and partners. Providing Category 2 services expands or enhances the agency's ability to provide and sustain its core services. The criteria for programs or services to be classified as important are:

- The services expand, enhance or support identified core services.
- The services are broadly supported and utilized by the community, and are considered an appropriate, important, and valuable public good. Public support may be conditional upon the manner by which the services are paid for or funded.
- The services generate income or revenue that offsets some or all of the operating cost and/or are deemed to provide economic, social or environmental outcomes or results.

The following programs and services offered at Bicentennial Capitol Mall State Park have been identified as **important services**:

- General Park Tours
- Visitor Center
- High Quality interpretive programming
- Outdoor experiences programs.
- Volunteer Opportunities.
- Indoor interpretive space.
- Statehood Day event - Statehood Day is June 1st and is a joint celebration between Bicentennial, the State Museum, the State Library and Archives, and the Capitol.
- Tennessee Timeline - The Tennessee Timeline is a festival that utilizes the park's history wall to life each October to share Tennessee history with park visitors by having presenters set up along the wall and discuss different periods of history.
- Large scale third party events.

CATEGORY 3 – VISITOR SUPPORTED SERVICES *[Almost exclusively supported by earned revenue]*

Visitor supported programs, services and facilities are those discretionary services that the agency may provide when additional funding or revenue exists to offset the cost of providing those services. Category 3 services provide added value above and beyond what is required or expected. The criteria for programs or services to be classified as visitor supported are:

- The services expand, enhance or support Core Services, Important Services and the quality of life of the visitors, community or stakeholders.
- The services are supported, valued and well utilized and provide an appropriate and valuable public benefit.
- The services generate income or funding from sponsorships, grants, user fees or other sources that offset some or all of their cost and/or provides a meaningful return on investment.
- The Services can possibly be provided through outsourcing or use of concessionaires, providing opportunities for community enterprise or services that may not otherwise be provided by the agency.

The following programs and services offered at Bicentennial Capitol Mall State Park have been identified as **visitor supported services**:

- Gift Shop
- CUA's
- Department wide hike initiatives
- Animal ambassador programs.
- Personal Events: weddings, etc.

Personnel / Staffing Review

Personnel and staffing at Bicentennial Capitol Mall State Park represent the largest area of budgetary expense at an average of 57% of the total operating budget each year for the last three complete years, which is less than the target of labor costs not exceeding 65% of total operating expenditures. The tables below and on the following page provide a basic review of the current staffing at the site.

Full Time Equivalent Employees

| Position / Title | Quantity (FTE) | Compensation Total |
|----------------------------|----------------|--------------------|
| Park Manager | 1 | * |
| Park Ranger 3 | 1 | * |
| Park Ranger | 4 | * |
| Building Maintenance 3 | 1 | 51,024 |
| Administrative Assistant 1 | 1 | 49,200 |
| TOTAL | 8 | 448,764 |

**Law enforcement compensation confidential by TN law.*

Part Time Employees

| Position / Title | Quantity | Compensation Total |
|--------------------------------|----------|--------------------|
| Seasonal Interpretative Ranger | 1 | 15,438 |
| | | |
| TOTAL | | 15,438 |

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Labor Support

| Labor Support | Annual Hours |
|------------------------------------|--------------|
| Volunteers | 200 |
| Community Service Workers | 0 |
| Engineering and Construction Crews | 0 |
| Resource Management Crews | 1,000 |
| Other: Cleaning Staff | 3,000 |
| TOTAL | 4,200 |

Total Labor Compensation Expense

| Labor Type | Labor Expense |
|-----------------------------------|----------------|
| Full Time Equivalent Employees | 448,764 |
| Part Time Employees | 15,438 |
| TOTAL Annual Labor Expense | 464,202 |

Additional Future Positions Needed

| Position / Title | Quantity | FTE or PT | Year Needed | Justification |
|------------------------|----------|-----------|-------------|--|
| Clerk | 1 | FTE | 2023 | Currently the park has only one staff member specifically tasked with running the park's visitor center/gift shop. Because of this ranger staff must run the visitor center two days out of the week. Because ranger staff must also perform safety and security tasks this means that the visitor center is left unattended at times throughout the day on days when the ranger staff is running the visitor center. This leads to park visitors going unassisted and potential loss of revenue in the park's gift shop. |
| Operations Lead/Worker | 1 | FTE | 2023 | Currently ranger staff is tasked with carrying out the required steps of setting up, managing, and completing the process of coordinating third party events that take place at the park. Due to the other job requirements faced by ranger staff this means that ranger staff at times are spread thin in order to accommodate event needs. Having a staff member specifically dedicated to events will allow the park to assist third parties in a more consistent and professional manner while also increase the potential of revenue generated from third party events. This position would also be able to |

| | | | | |
|-------------------------|---|-----|------|---|
| Interpretive Specialist | 1 | FTE | 2023 | Currently Park rangers are tasked with carrying out a variety of job roles. Although rangers would continue to assist with the park's interpretive needs, having a staff member solely focused on the park's interpretive needs will make it easier for the park to capitalize on the countless number of school groups and our groups that come to the park each month. It will also make it easier for the park to engage the groups, and work with partner organizations in a more consistent and professional manner. Value would be generated by this new position both through potential revenue generation from an increase in group engagement with park facilities like the park gift shop, and also through nonmonetary value created through the parks ability to engage a larger number of visitors and groups. |
| New Ranger | 2 | FTE | 2023 | The park currently has five ranger positions when fully staffed. As mentioned earlier, a paramount concern for the park due to its unique complexities, is the ability to make sure all shifts contain two rangers. With there being 14 shifts per week, doubled to 28 to create team shifts, five rangers working 5 shifts per week can only cover 25 of these shifts. Additionally, the large-scale third-party events held in the park have at times necessitated additional rangers being brought in to assist the park. By adding a new ranger position the park will be made more self-efficient. |
| TOTAL | | | | |

Customer Service

Net Promoter score and Staff Service N/A

| Platform / Site | Year | Customer Satisfaction Level |
|-----------------|------|-----------------------------|
| Google | 2023 | 4.7 |
| Yelp | 2023 | 4.5 |
| Facebook | 2023 | 4.2 |

Professional Development and Training

The following professional development and training opportunities are being explored and planned for the staff and volunteers at this park:

- Law Enforcement – Crisis Intervention Training, Field Training Officer, Mass Casualty Incident
- Interpretation – Certified Interpretive Guide
- Resource Management
- Maintenance Training

Summary of Key Recommendations

Please provide short-term, mid-term, and long-term recommendations for addressing operational issues at the park and improving overall park performance.

Short Term Recommendations (Less than 1 year)

1. Site and Facilities

- Renovations to the park river fountains, carillon, and irrigation system.
- Cleaning of all park resources and perform minor repairs as needed.
- Relocation sundial to proper view location.
- Repainting of parking areas strips and other roadway directions.
- Trimming of trees and replacement of diseased or missing trees.
- Repair/replacement of lighting at in Amphitheater, on TN Map Stairs, and many lighted bollards around the park.
- Install signage at Reliquary.

2. Operations and Staffing

- Review and update the park's SOPs.
- Create an operation guide for the park's maintenance needs including electrical information, fountain information, etc.

- c. Have the rangers in charge of programming and events begin meeting regularly with the park's neighbors about the events being held in the area to help reduce impacts on each other
- d. Have the parks PR3 start meeting with Metro Nashville Police Department (MNPd) regularly about incidents occurring in the park and the area surrounding the park.
- e. Ensure Commercial Use Agreements are current and add new vendors

3. Customer Service / Visitor Experience

- a. Begin development of subject specific tours and guides, initially focusing on women's history, African American history, indigenous history, and Tennessee State Parks history.
- b. Begin creating digital interp.
- c. Create four self-guided tour brochures reflecting the four subjects of the subject specific tours.
- d. Work with IP&E on the development and growth of the park's outdoor experiences program.

Mid Term Recommendations (2–5 years)

1. Site and Facilities

- a. Create a phased plan of routine monument maintenance.
- b. Repair and replacement of signage throughout the park.
- c. Install cameras at various points where crimes and damage frequently occur.
- d. Build/setup an area for an outdoor classroom.
- e. Build/renovative butterfly garden to provide accessibility to all park visitors.

2. Operations and Staffing

- a. Hire a full-time clerk. (Add text)
- b. New Ranger
- c. Hire an interpretive specialist.
- d. Hire an event specialist.

3. Customer Service / Visitor Experience

- a. Continue expanding the subjects covered by the subject specific tours.
- b. Continue use of Digital Interpretation.

Long Term Recommendations (5+ years)

1. Site and Facilities

- a. Build new park visitor center.
- b. Repair/replace broken and damaged bricks along Pathway of Volunteers.
- c. Build an indoor classroom/training area.

- d. Build a new Visitors Center
- e. Build public restrooms on north end of BCMSP.

2. Operations and Staffing

- a. Add a new Ranger
- b. Add new staffing for Visitors Center

3. Customer Service / Visitor Experience

- a. Enhance visitor experience by building a new Visitor Center for BCMSP.
- b. Expansion of park to adjacent State owned property.

Resource Management Plan

A resource management plan is a specific statement of the objectives you have for your land and natural resources, as well as any significant cultural and historic resources stewarded by the state park. This includes a defined series of priorities and activities that will take place in order to meet those objectives. This can include future potential land acquisitions or divestitures that are necessary to meet the park's resource management goals and objectives.

Bicentennial Capitol Mall State Park is home to many state monuments and memorials. To best protect and preserve the features under our care, the park is committed to maintaining each resource through the routine cleaning of their surfaces and fountain pumps, repairing or replacing missing and damaged stones, removing graffiti, and removing hazardous trees and invasive plant species.

Within our scope of resource management plans, we are prioritizing scheduled maintenance and necessary upgrades to park features, including lighting and signage to promote safety.

The contents of this resource management plan are as follows:

1. Resource Management Objectives
2. Resource Inventory and Assessment
3. Management Strategies
4. Priority Actions
5. Supplemental Information

Resource Management Objectives

Goal: Tennessee State Parks will be nationally recognized for exemplary stewardship of natural and cultural resources.

Objective - *More and better stewards:* Increase internal and external stewards who share Tennessee State Parks core values and can contribute to the State Parks mission to steward Tennessee's natural and cultural resources.

Action Plan: Provide opportunities for visitors of various experience levels to interact and assist with the resources at the park.

Objective - *Better resource management practices:* Identify, manage, and restore unique natural and cultural resources for generations to come.

Action Plan: Park staff will monitor and regulate park use to minimize both immediate and long-term damage.

Action Plan: Identify and take necessary actions to preserve the historic capital viewshed.

Action Plan: Coordinate annual visit with an Arborist to check the health of the park's natural features.

Objective: *Better data and technology:* Leverage data and technology to help inform and guide decisions on natural and cultural resources stewardship.

Action Plan: Utilize technology to map utilities, damages, and other resource management needs and prioritize and track progress on each project.

Aligned with these objectives are specific strategies to achieve the desired outcomes for the natural, cultural, and historic resources of this park.

Strategies

- A. Creating volunteer days that give park visitors the opportunity to assist with the preservation and upkeep of the parks features.
- B. Park staff will utilize pre and post event walkthroughs to identify the impact of third party events on the park.
- C. Park staff will ensure that the natural and cultural features of the park will not obscure the Capitol viewshed.
- D. Coordinate annual visit with an Arborist to check the health of the park's natural features.
- E. Use ArcGIS and HIPPO systems to identify resource management needs and progress.

Resource Inventory and Assessment

The significant natural, cultural and historic resources of the park requiring management are detailed below including a condition assessment rating for each. Condition assessments are selected from the following options based on what most describes the current condition of the resource:

1. **Excellent** – resource is in excellent condition; all potential threats to the integrity of the resource are currently managed and effectively mitigated.
2. **Good** – resource is generally in good condition and stable; threats to the integrity of the resource require regular management in order to mitigate.
3. **Fair** – resource is in stable condition but difficult to mitigate ongoing threats; additional management support is required.
4. **Poor** – resource is generally in poor condition with management support required to both improve existing conditions and address threats.
5. **Critical** – resource is highly threatened or deteriorated and requires immediate management prioritization.

| Significant Park Resources | Quantity | Current Conditions | Notes |
|----------------------------|----------|--------------------|---|
| Map Plaza | 1 | Good | The map plaza contains a 200-foot granite map of Tennessee including a large engraved compass rose, along with eight smaller maps engraved into pedestals at the base of the main map. |
| River Fountains | 1 | Fair | The river fountains consist of 31 fountain heads that represent the 31 major riverways of Tennessee and the accompanying pump system. |
| History Wall | 1 | Good | The park history wall is a granite wall that runs the length of the main portion of the park and is covered in inscriptions that discuss the history of Tennessee. Along the wall are also granite pillars marking each decade in time. |
| Amphitheater | 1 | Fair | The park amphitheater is a concrete amphitheater large enough to accommodate 2,000 people. |
| McNairy Spring Fountain | 1 | Good | McNairy Spring Fountain consists of a fountain and small pool surrounded by granite benches, and the accompanying pump system. |
| Centennial Monument | 1 | Fair | The Centennial Monument is a granite memorial with multiple granite levels forming a planter with four holly trees in its center. |

| | | | |
|-----------------------|---|-----------|---|
| | | | Surrounding the planter are pillars with etched images and inscriptions discussing the different building that existed at the Centennial Expo. |
| WWII Memorial | 1 | Good | The WWII Memorial consists of 8 columns that discuss WWII through text and etched engravings, a time capsule, a granite walkway with inlaid granite stars, and granite benches surrounding. |
| WWII Fountain | 1 | Good | The WWII fountain is a Kugel Fountain that consists of a granite sphere that depicts the world as it was during WWII and the accompanying pump system. |
| POW/MIA Memorial | 1 | Good | The POW/MIA memorial is an empty chair with a stainless-steel chain around it that sits across from the Korea War inscription in the park. |
| Civil Rights Memorial | 1 | Good | The Civil Rights memorial consists of four granite stools that represent the lunch counter stools from the Nashville Sit-ins. |
| Butterfly Garden | 1 | Good | |
| Carillon | 1 | Fair | The carillon consists of 95 bells housed inside 50 towers that play music related to the state. |
| TDOT Time Capsule | 1 | Excellent | The TDOT time capsule was placed in the park between the carillon and Jackson St. |
| CCC Monument | 1 | Good | The CCC monument is a granite monument with an inscription commemorating the work done by the CCC. |
| Nature Berms | 1 | Good | There are 11 nature berms running the length of the main portion of the park that represent the flora and geography of the state. |
| Reliquary | 1 | Good | The reliquary is a collection of column pieces from the State Capitols original columns. |
| County Time Capsules | 1 | Good | 95 time capsules running the length of the main park. One time capsule was placed by each county in Tennessee when the park was opened. |

| | | | |
|-----------------------|---|------|---|
| Walkway of Volunteers | 1 | Good | The walkway of volunteers are two rows of engraved bricks running the length of the main portion of the park. |
|-----------------------|---|------|---|

Management Strategies

The management strategies outlined below are directly correlated to the resources identified previously in the *Resource Inventory and Assessment* section immediately above. These are general and overall management recommendations for each resource from which priority actions will be determined. Each resource has both a “Public Use” management strategy (which could include limited or no public access, or managed access with infrastructure and regulation) and a “General Management” strategy.

The priority assignments reflect the highest resource management priorities of the park over the next 1-5 years (High Priority) and 6-10 years (Moderate Priority)

| Resource | Management Recommendations | Priority |
|-------------------------|--|----------|
| Map Plaza | Public Use: Open to public General Management: Pressure washing, lighting upkeep, surface stabilization, handrail maintenance. | Moderate |
| River Fountains | Public Use: Open to public General Management: Pressure washing, lighting upkeep, surface stabilization, drainage maintenance, pump and piping maintenance. | High |
| History Wall | Public Use: Open to public General Management: Pressure washing, lighting upkeep, surface stabilization. | Moderate |
| Amphitheater | Public Use: Limited Access General Management: Pressure washing, lighting upkeep, surface stabilization, handrail maintenance, ground maintenance. | Moderate |
| McNairy Spring Fountain | Public Use: Open to public General Management: Pressure washing, lighting upkeep, surface stabilization, drainage maintenance, pump and piping maintenance. | Moderate |
| Centennial Monument | Public Use: Open to public General Management: Pressure washing, lighting upkeep, surface stabilization. | Moderate |
| WWII Memorial | Public Use: Open to public General Management: Pressure washing, soft washing of column images, lighting upkeep, surface stabilization. | Moderate |

| | | |
|-----------------------|---|----------|
| WWII Fountain | Public Use: Open to public General Management: Pressure washing, surface stabilization, drainage maintenance, pump and piping maintenance. | Moderate |
| POW/MIA Memorial | Public Use: Open to public General Management: Pressure washing, surface stabilization. | Moderate |
| Civil Rights Memorial | Public Use: Open to public General Management: Pressure washing, surface stabilization. | Moderate |
| Butterfly Garden | Public Use: Open to public General Management: Plant and grounds maintenance. | High |
| Carillon | Public Use: Open to public General Management: Soft wash, mechanical maintenance. | High |
| TDOT Time Capsule | Public Use: Open to public General Management: Pressure washing, surface stabilization. | Moderate |
| CCC Monument | Public Use: Open to public General Management: Pressure washing, surface stabilization. | Moderate |
| Nature Berms | Public Use: Open to public General Management: Plant and grounds maintenance. | Moderate |
| Reliquary | Public Use: Open to public General Management: Soft wash, possible way to help preserve columns. | High |
| County Time Capsules | Public Use: Open to public General Management: Pressure washing, surface stabilization. | Moderate |
| Walkway of Volunteers | Public Use: Open to public General Management: Pressure washing, surface stabilization. | Moderate |

Land Management Strategies

In some cases, strategic land acquisitions or divestitures are necessary to meet the overall resource management goals and objectives of the park. This can include opportunities to address buffers, watersheds, viewsheds, inholdings, and adjacent properties. The table below details **general strategies** for land management. Timelines refer to Short Term (1-3 years), Mid Term (4-6 years), and Long Term (7-10 years).

| Land Management Strategy | Timeline |
|--|-----------|
| Transferring adjacent State-owned land for park use. | long-term |

Interpretive Programming and Education Plan

The Interpretation, Programming, and Education planning is currently going through a planning process to further build out the process. This section only represents the very basic framework. As TSP moves forward with the future of Interpretive programming and education this section will likely be changed to accommodate those modifications.

Attached to this plan are the Interpretive Program Templates in fillable PDF forms.

Through the use of education and memorials, the Bicentennial Capitol Mall State Park commemorates and interprets the cultural and natural resources of Tennessee and the unique and compelling stories held within each grand division. Participation in interpretive programming will compel visitors to experience the entirety of the Tennessee State Park system.

Tennessee's ever-evolving identity is distinguished and influenced by its geography, history, and music. Bicentennial Capitol Mall State Park commemorates these influences through landscape architecture and memorials.

The park's mission of sharing all of Tennessee's history makes it uniquely positioned to discuss and promote each park found within the Tennessee State Park system and help better connect each park together and to the greater story of Tennessee.

Interpretation, Programming and Education Goals

Goal: Tennessee State Parks will be the most accessible, welcoming, and inviting system of parks that enriches Tennesseans and visitors through excellent interpretation, education, and resource-based recreation.

Objective: *accessible, welcoming, and inviting to all:* create quality and varied programs of interpretation, recreation, and outreach so that all audiences feel welcome and invited.

Objective: *high quality programming:* develop and support mission-based and resource-relevant programs to engage visitors, empower staff, and develop community wellbeing.

Objective: *resource-based outdoor recreation:* provide resource-based outdoor recreation opportunities that ensure representation of Tennessee's natural, scenic, and cultural resources.

Within these objectives are the following desired outcomes:

- Building stewards
- Ensuring Equity
- Provide the Highest Value
- Develop Resource Based Programming
- Support Staff

Strategic Programs and Services

The strategies detailed below with corresponding action plans are aligned with the Comprehensive Strategic Plan of Tennessee State Parks.

Strategy – Telling Full Stories: to identify and replicate best practices while establishing new methods for representing diverse, equitable, inclusive, and just dialogues.

Action Plan: The park will develop subject-based tours focusing on special interests from Tennessee history. Topics may include women's, labor, and African American history among others.

Strategy – Interpretative Media: Connecting people to the resources of Tennessee State Parks with technology in ways that compliment and expand interpretation within and beyond the park, giving everyone access to becoming a park steward.

Action Plan: The Park will create up-to-date and relevant programming on its social media for visitors who cannot make it to in-person programs. This would include stand-alone videos and content discussing events along the history timeline, special topics relating to Tennessee State Parks, and additional interpretive material.

Strategy – Develop and maintain a portfolio of programs across multiple types of experiences:

- A. Interpretation of natural, historic, and cultural resources
- B. 3-5 unique experiences for all audiences
- C. Varying intensity from self-guided to immersive experiences
- D. Partnership opportunities for program delivery
- E. Varying costs to the user from “free to fee” based on value of the benefit to the participant.

Action Plan: While developing subject specific tours the park will create portfolios for each tour discussing relevant ways to connect the subject to the park and ways for future programmers to find additional information.

Strategy – Develop and maintain diverse and varied resourced-based outdoor recreation opportunities across multiple types of experiences:

- A. Managing recreational use with the stewardship needs of the resource
- B. Varying intensity from self-guided to guided experiences
- C. Partnership opportunities for program delivery
- D. Varying costs to the user from “free to fee” based on value of the benefit to the participant and impact to the resource.

Action Plan: The Outdoor Experiences Program series is designed for visitors of Bicentennial Capitol Mall State Park who want to engage with outdoor recreational opportunities. The model of this program includes Bicentennial as the hosting park and a companion park with a partnering ranger that will co-lead the programs with the Bicentennial ranger. Each program in the series is a pair, which includes a program at both parks. The first part is an introductory program at Bicentennial for the participants. The second part is the recreational activity being put into practice at the companion park.

HELPFUL DEFINITIONS:

- Nonpersonal Interpretation: Interpretive media that do not require a person to deliver a message (i.e. exhibits, waysides, brochures, signs, magazines, books, etc.).
- Personal Interpretation: One person or persons providing interpretation to another person or persons.
- Interpretive Program: Activities, presentations, publications, audio-visual media, signs, and exhibits that convey key heritage resource messages to audiences. (Adapted from US Fish & Wildlife Service)
- Interpretation: a purposeful approach to communication that facilitates meaningful, relevant, and inclusive experiences that deepen understanding, broaden perspectives, and inspire engagement with the world around us.

Financial Performance Goals

| FINANICAL PERFORMANCE GOALS | | | | | | |
|-----------------------------|---------------------------------|----------------------------------|----------------------------------|-----------------------------------|----------------------------------|----------------------------------|
| | Current Cost Recovery (2022) | Target Cost Recovery: FY 2023 | Target Cost Recovery: FY 2024 | Target Cost Recovery: FY: 2025 | Target Cost Recovery: FY 2026 | Target Cost Recovery: FY 2027 |
| Park Overall | 44.9% | 50% | 46.3% | 47.3% | 48.3% | 49.3% |

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